



SCHOOL OF BUSINESS
MOUNT ST. JOSEPH UNIVERSITY

MGT 602 – S1 20: Leadership in Organizations
Mount St. Joseph University School of Business

Course Number: MGT 602-S7
Level: Graduate, Required
Credit Hours: 3
Course Meets: Saturdays (08/24, 09/07, 09/14, 09/21, 09/28, 10/05, 10/12
8:30 AM – 12:30 PM (4 hrs), Location: SC 314

Instructor Name: Darin A. Ladd, Ph.D.
Office Location: SE507
Office Hours: Tue/Thu 12:05 PM – 1:00 PM, or by appointment
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COURSE DESCRIPTION

Explores how to lead, follow, and understand behavior in organizations. Examines models and theories of leadership and organizational behavior with emphasis on practical implications. Students will analyze, diagnose, and make recommendations about workplace issues. In so doing students will develop an understanding of how managers can improve organizational performance and enhance their abilities to be ethical, effective leaders.

COURSE LEARNING OUTCOMES (CLOs)

- 1) Utilize theories of leadership and influence when discussing stakeholder analysis
- 2) Recommend actions to enhance performance management, with special attention to ethical dilemmas that may arise
- 3) Explain theories of motivation as a method of diagnosing and intervening in a group process
- 4) Demonstrate the ability to give and receive feedback, manage conflict, and work cross-culturally integrating group dynamics
- 5) Plan for leading change
- 6) Analyze ethical situations involving employee honesty

MBA PROGRAM LEARNING OUTCOMES ASSESSED IN THIS COURSE

5.1 Students will demonstrate relevant theoretical knowledge of the functional areas of business and apply it to unstructured business problems

Measure: 10 items embedded in course examination or quiz.

REQUIRED COURSE MATERIALS

Textbook: Lussier, Robert N., Achua, Christopher F. *Leadership: Theory, Application, & Skill Development* (6 ed); Boston: Cengage (2016); ISBN: 978-1-285-86635-2.

Readings: Additional readings posted to Blackboard

RECOMMENDED COURSE MATERIALS:

- 1) Goldsmith, Marshall. *What Got You Here Won't Get You There*; New York: Hachette (2007); ISBN: 978-1-4013-0130-9.



2) Charan, Ram, Drotter, Steve, and Noel, Jim, *The Leadership Pipeline: How to Build the Leadership Powered Company* (2 ed); San Francisco: Jossey-Bass (2011); ISBN 978-0-4708-9456-9.

LEARNING STRATEGIES

Type	% of Course
Lecture/Traditional Classroom	50
Labs/Activities	50
Total	100

PERFORMANCE EVALUATION

Graduate Grading Scale

Description	Letter Grade	GPA Scale	Range
Excellent	A	4.0	90% - 100%
Very Good	B	3.0	80% - < 90%
Good	C	2.0	70% - < 80%
Fail	F	0	< 70%

GRADING

The grade a student receives in class will be determined as follows:

Preassignment (2)	2%
Homework (10)	10%
Class Participation	10%
Mid-term Exam	20%
Leadership Development Plan	28%
Leadership Activity	10%
Final Exam	20%
Total	100%

Preassignment & Homework. Due prior to each class period, homework requires an understanding of the textbook material. Homework requires [applying](#) course-related skills that are required to create the leadership development plan due at the end of class. Homework cannot be completed without first reading the text, so this course expects this work to be done prior to each class period.

Class Participation. Because nearly half of this course consists of activities, class participation is an essential component of this course. The items I am grading include: active followership, informed questions and comments, willingness to lead, avoidance of blocking/dominating behaviors, and positive learning attitude.

Mid-term Exam. Due prior to the class period on the associated date, the mid-term is a mixture of [knowledge/comprehension/application](#) questions drawn from the readings assigned and lectures for previous lessons. The mid-term is administered in Blackboard, and is open-book; however, time will be a factor in completing the tests.

Leadership Development Plan. The leadership development plan takes all your thoughts, ideas, and assessments, and combines them into a single document that you will use to capture



SCHOOL OF BUSINESS
MOUNT ST. JOSEPH UNIVERSITY

your leadership growth during this course, but also in the future. To complete this plan, you must choose a minimum of three strengths and three weaknesses to improve over time, and then build a detailed five-year plan to improve those items.

Leadership Activity. You will serve as the appointed leader of a cognitively taxing 10-15 minute activity (your classmates will serve as either followers or observers during this activity). You will be graded on your leadership effectiveness during this activity, and will receive both a group and individual debrief on your performance. This activity uses the MBA leadership rubric to grade.

Final Exam. Taken during the assigned final exam period, the final is a comprehensive exam covering all readings, lectures, and other course materials. The final exam is administered in Blackboard, and is closed-book. Time will be a factor in completing the final exam.



POLICIES

ACADEMIC HONESTY POLICY:

Please use the following link to access Mount St. Joseph University's Academic Honesty Policy. The policy will be enforced in this class.

<http://registrar.msj.edu/undergraduate-catalog/rights-policies/academic-policies/academic-honesty/>

DISABILITY POLICY:

In compliance with Section 504 of the Rehabilitation Act of 1973, Mount St. Joseph University provides academic adjustments and auxiliary aids for students with physical or mental impairments that substantially limit or restrict one or more major life activities such as walking, seeing, hearing, or learning. Students with disabilities should contact Meghann Littrell, the Director of Learning Center & Disability Services, to present documentation and develop individualized accommodation plans (244-4524, Meghann.Littrell@msj.edu, Learning Center, Room 156 Seton). Students who have already registered with MSJ Disability Services are encouraged to discuss their accommodations with their course faculty at the beginning of each semester. Additional information can be found at <http://www.msj.edu/academics/disability-services/>.

TEMPORARY ILLNESS POLICY:

Please use the following link to access Mount St. Joseph University's Temporary Illness Policy. https://mymount.msj.edu/ICS/icsfs/Temporary_Illness_Injury_Pregnancy_Policy.pdf?target=cb704db2-bcb1-454d-9c31-4310226ce3b4

POLICY ON INCOMPLETES:

Please use the following link to access Mount St. Joseph University's policy on incompletes. <http://registrar.msj.edu/undergraduate-catalog/rights-policies/academic-policies/grades/>

DROP DATES FOR THE CURRENT SEMESTER:

Please use the following link to access information regarding drop dates for this semester. https://mymount.msj.edu/ICS/MSJAcademics/Catalogs.jnz?portlet=Semester_Policies

ATTENDANCE POLICY:

It is particularly important to attend all class meetings due to the accelerated format of graduate business courses. If you will miss one class meeting for an unavoidable reason, please contact the instructor as soon as possible in order to discuss alternative ways of meeting the learning outcomes that will be covered in the class meeting. If you will miss more than one class meeting for a particular course, please contact both the instructor and the Assistant Dean as soon as possible to discuss whether it is advisable to take the course this semester. Each unexcused absence will lower your final grade by one letter.



COURSE SCHEDULE

Date & Learning Outcomes	Topics ¹	Class Preparation & Assignments ²
08/24/19 (CLO: 1, 2)	Leadership and Leadership Skills Leadership Traits and Ethics Leadership Pipeline	Preassignment: <ul style="list-style-type: none"> Read Lussier, CH 1-2 Assignment: All Work Applications, Concept Applications, and Self-assessments <u>Assignment due date: 08/24/19</u> <ul style="list-style-type: none"> Read Goldsmith, CH 4-5 Read Charan, CH 1-2
09/07/19 (CLO: 2, 3, 4)	Motivation Contingency Theories Influencing	<ul style="list-style-type: none"> Read Lussier, CH 3-5 Assignment: All Work Applications, Concept Applications, and Self-assessments <u>Assignment due date: 09/07/19</u>
09/14/19 (CLO: 2, 3, 4)	Communication, Coaching & Conflict LMX Theory & Followership Team Leadership	<ul style="list-style-type: none"> Read Lussier CH 6-8 Assignment: All Work Applications, Concept Applications, and Self-assessments <u>Assignment due date: 09/14/19</u> <ul style="list-style-type: none"> Assignment: Mid-term Exam <u>Assignment due date: 09/21/19</u> (Measure: 5.1, 10 items)
09/21/19 (CLO: 2, 4, 6)	20 Flaws Assessment	<ul style="list-style-type: none"> Read Goldsmith, CH 6-12
09/28/19 (CLO: 1, 2, 5)	Leadership Pipeline	<ul style="list-style-type: none"> Read Charan, CH 3-7
10/05/19 (CLO: 1, 3, 4, 5, 6)	Transformational Leadership Leadership, Culture & Diversity Strategic Leadership & Change Mgt. Crisis Leadership & Learning Orgs.	<ul style="list-style-type: none"> Read Lussier CH 9-12 Assignment: All Work Applications, Concept Applications, and Self-assessments <u>Assignment due date: 10/05/19</u>
10/12/19 (CLO 3, 4, 6)	Leadership Activity	<ul style="list-style-type: none"> Assignment: Final Exam <u>Assignment due date: 10/12/19</u> <ul style="list-style-type: none"> Assignment: Leadership Development Plan <u>Assignment due date: 10/12/19</u>

¹Syllabus is subject to change; ²Readings subject to change